

## APPENDIX 3 | Complete Joint-Questionnaire (relevant sections highlighted in yellow)

### 1. General information

This questionnaire is confidential and anonymous.

Name organization: .....

Sector/industry: .....

1.1. Size (number of employees in full time employee equivalent (fte)):

1 fte

2 - 5 fte

6 - 10 fte

11 - 25 fte

26 - 100 fte

101 - 200 fte

201 - 500 fte

1.2. Age (number of months/years organization exists): ..... months / ..... years

1.3. Business model (tick one box):

Profit

Non-profit

Hybrid/dual (both profit and non-profit entities)

1.4. Our business' mission addresses social goals (circle one)

Disagree

1

2

3

Agree

4

5

1.5. Our business' mission addresses environmental goals (circle one)

1

2

3

4

5

1.6. Percentage of workforce dedicated to sustainability related goals (social and/or environmental goals): .....%

1.8. Age of founder at start business: ..... years

1.9. Founders' previous managerial experience:

- None
- Some experience (1-3 years)
- Very experienced (>3 years)

1.10. Founder(s) ethnic background:

- Black
- White
- Coloured
- Combination of ethnic backgrounds

1.11. Socio-economic background founder(s):

- Lower class
- Middle class
- Upper class

1.12. Please explain briefly the initial motivation for the starting of this organization:

.....

.....

.....

**Section 2 – performance**

2.1. Best estimation of average yearly profit since start or over the last 3 years: ..... % / year

2.2. Best estimation of percentage of inputs bought locally (Western Cape + 50 km.):

- 0 - 20 %       21 - 40 %       41 - 60 %       61 - 80 %       81 - 100 %

2.3. Best estimation of % of products/services going to:

local market (Western Cape + 50 km outside):	.....%
national market:	.....%
African markets:	.....%
other:	.....%

2.4. What is the factor of difference between the lowest and highest salaries within your organization: .....

	Disagree			Agree	
	1	2	3	4	5
2.5. We have policies beyond legal requirements on...					
... minimum wage	1	2	3	4	5
... health and safety	1	2	3	4	5
... equality (gender and race)	1	2	3	4	5
2.6. We invest (money and/or time) in the community in which we operate:	1	2	3	4	5
2.7. We have minimized our energy use in all possible ways or have concrete plans for the near future:	1	2	3	4	5
2.8. To minimize waste, we...					
... reduce our use of materials	1	2	3	4	5
... re-use materials	1	2	3	4	5
... recycle materials (internally or sorted and passed on to other party)	1	2	3	4	5
2.9. We invest (money and/or time) in the preservation of our natural environment:	1	2	3	4	5

Section 3 – general landscape

Definition ‘direct network’ = circle of business related contacts

	Disagree			Agree	
	1	2	3	4	5
3.1. In my country, most people consider starting an enterprise a desirable career choice	1	2	3	4	5
3.2. In my country, those successful at running an enterprise have a high level of status and respect	1	2	3	4	5
3.3. In my country, those who succeed at maintaining a sustainable enterprise get a higher level of status and respect than those successful at running a ‘regular’ enterprise	1	2	3	4	5
3.4. In my country, there is a culture of fear of failure	1	2	3	4	5
3.5. In my country, most people believe there is a need to be more sustainable	1	2	3	4	5
3.6. Within my direct network, most people consider starting an enterprise a desirable career choice	1	2	3	4	5
3.7. Within my direct network, those successful at running an enterprise have a high level of status and respect	1	2	3	4	5
3.8. Within my direct network, those successful at running an sustainable enterprise have a higher level of status and respect than those successful at running a ‘regular’ enterprise	1	2	3	4	5
3.9. Within my direct network, most people I meet are afraid to fail	1	2	3	4	5
3.10. Within my direct network, most people believe there is a need to be more sustainable	1	2	3	4	5
3.11. In my country, you will often see stories in the public media about successful enterprises	1	2	3	4	5
3.12. In my country, you will often see stories in the public media about sustainability	1	2	3	4	5
3.13. In my country, you will often see stories in the public media about successful sustainability enterprises	1	2	3	4	5
3.14 . Social, environmental or community problems are generally solved more effectively by entrepreneurs than by the government	1	2	3	4	5
3.15. In my country, there is a low level of corruption which facilitates running a business	1	2	3	4	5
3.16. In my country, legal and administrative procedures are not an important obstacle to starting a business	1	2	3	4	5

3.17. In my country, the costs associated with formally registering a business are an obstacle to starting a business	1	2	3	4	5
3.18. In my country, property rights are clearly delineated and protected by law	1	2	3	4	5
3.19. In my country, generally speaking, the government has been stimulating entrepreneurship over the last 3 years	1	2	3	4	5
3.20. In my country, generally speaking, the government has been stimulating sustainable development over the last 3 years	1	2	3	4	5
3.21. In my country, generally speaking, the government has been stimulating sustainability entrepreneurship over the last 3 years	1	2	3	4	5

3.22. Please indicate how the following acts and laws affected your business.

a. Broad Based Black Economic Empowerment (BBBEE)

.....  
 .....

b. Skills Development Act (SDA)

.....  
 .....

c. National Strategy for the Development of Small Business (NSDPSB)

.....  
 .....

3.23. Which regulations did you have to deal with in starting your business?

.....  
 .....

3.24. Which regulations did you have to deal with in maintaining your business?

.....  
 .....

3.25. Which regulations hinder(ed) you?

.....  
 .....

**Section 4 – Accessibility to resources**

4.1. What form of financial support did you use to initially finance your enterprise? Please place an X in the box for each type used, specifying at the same time what percentage of your total financing came from that source.

Type of financing	What percentage of total funding came from that source?		
	> 80%	30 - 80%	< 30%
Bootstrapping (funding from community, foregoing salary, bartering with suppliers, etc)			
Friends & family			
Retail banks			
Microfinance			
Corporate foundations			
Development Finance Institutions			
Enterprise Development Intermediaries (Retail Finance Intermediaries)			
Socially Responsible Investment Funds			
Private Equity/ Venture Capital			
Local and/or National Government			
Grants or Donations			
Sector-Specific Funding			
Angel Investors			
Other			

If chose other, please list which sources you are referring to:

.....

4.2. How many types/sources of financing did you apply for before you found funding?

0

1 - 4

5 - 7

8 - 10

>10

4.3. What were the main reasons you chose the financing route you specified above? Rank the following statements between 1 (least relevant) and 5 (most relevant) based on their level of relevance to your decision-making. If you choose either 'this was the best option' or 'other', please explain your choice.

Reason:	Ranking:
This was the best option because...	
Unaware of other options	
This/these were the only sources that granted me (us) financing	
Disenchanted with other options (i.e. believe they are inefficient or ineffective)	
Lacked resources to pursue other options (i.e. time, money, organized business plan or financial projections, etc)	
Other...	

4.4. How long did it take you to obtain all the funding needed to start your enterprise? ..... month(s) .....year(s) <FINPro2>

4.5. Below, please list all the financial organizations that you considered applying to, applied to and/or received funding from. Furthermore, please indicate your level of satisfaction with that organization (i.e. the process, requirements, communication, etc) by circling a number 1 (dissatisfied) to 5 (satisfied). <FINE1>

Financial Organization	Considered applying:	Applied for:	Level of satisfaction				
			Dissatisfied	Satisfied			
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5

4.6. Based on your best estimate, how many contacts do you believe you have that have either assisted in the development of your business or whom you believe could assist in the development of your business? Please check the corresponding box. <NETSco1>

- <10     
  10 - 25     
  26 - 50     
  51 - 75     
  76 - 100     
  >100

4.7. How would you characterize the type of relationship you have with your contacts specified above? Please check the corresponding box. <NETTyp1>

- The majority are purely contacts acquired for business purposes  
 There is an even combination of strictly business contacts and social contacts  
 The majority are social contacts that have assisted with business transactions

My main motives for networking are to...

	Disagree					Agree
4.8. ...secure financial support for my enterprise	1	2	3	4	5	
4.9. ...secure training, skills, and/or industry knowhow	1	2	3	4	5	
4.10. ...secure materials and supplies for my enterprise	1	2	3	4	5	
4.11. ...secure market presence	1	2	3	4	5	
4.12. ...secure a customer base	1	2	3	4	5	

My methods of networking are...

4.13. ... (sustainability) entrepreneurial organizations designed to facilitate networking	1	2	3	4	5
4.14. ...industry-specific organizations	1	2	3	4	5
4.15. ...industry/entrepreneurial conferences, workshops, competitions, etc	1	2	3	4	5
4.16. ...through existing contacts	1	2	3	4	5
4.17. ...online platforms (i.e. Facebook, LinkedIn, etc.)	1	2	3	4	5
4.18. ...self-conducted research	1	2	3	4	5
4.19. ...trade shows, fairs, sales events, etc	1	2	3	4	5
4.20. ...other: .....					



4.21. Please specify any formal networks that you or your enterprise participates in. Furthermore, please check the box corresponding to your level of commitment and circle a number 1 (dissatisfied) to 5 (satisfied) depending on your level of satisfaction from your involvement with that network.

Network	Receive Communication (emails, newsletters, etc.)	Attend meetings, conferences, etc on a regular basis (if applicable)	Active member of the board or involved directly in the activities of the organization	Level of satisfaction				
				Dissatisfied				Satisfied
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5

4.22. Please indicate the highest level of education obtained by the founder(s). Check corresponding box.

- Primary school
- High school
- Tertiary school
- Graduate school (Master's and/or PhD)
- Technical and vocational education and training (TVET) or further education and training (FET)

Please indicate on the following statements to what extent they apply to your educational background:

	Disagree		Agree		
	1	2	3	4	5
4.23. During my education I had courses in business and/or management	1	2	3	4	5
4.24. During my education I had courses specifically about entrepreneurship	1	2	3	4	5
4.25. During my education I was exposed to real entrepreneurs	1	2	3	4	5
4.26. During my education I was exposed to the concepts of sustainability entrepreneurship (i.e. social, eco-, sustainable entrepreneurship, etc.)	1	2	3	4	5
4.27. During my education I was encouraged to pursue entrepreneurship as a career	1	2	3	4	5

4.28. Of the entrepreneurship training you received, if any, how much of it did you intentionally seek out? (i.e. you signed up for a program or course with the intent of learning skills for or about entrepreneurship)

0%     
  <25%     
  25 - 50%     
  51 - 75%     
  >75%     
  100%     

4.29. Please list any education program and/ or institution that you either considered attending a course(s) with or actually attended a course(s) with that specifically targeted entrepreneurial skills. Check the boxes to indicate your level of involvement and circle a number between 1 (satisfied) and 5 (dissatisfied) that indicates your level of satisfaction with the course(s), if applicable.

Educational Organization	Considered attending a course(s) or program(s):	Attended course(s) or program(s) offer by organization	Level of satisfaction				
			Satisfied		Dissatisfied		
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5
.....	<input type="checkbox"/>	<input type="checkbox"/>	1	2	3	4	5

## Section 5 – management

Please indicate for the following statements to what extent they apply to your organisation (not to you personally, but the organisation as a whole).

This organisation has the following capabilities/abilities:	Disagree			Agree	
5.1. Talent: attracting, motivating, and retaining competent and committed people	1	2	3	4	5
5.2. Performance: ensuring employees perform at their best	1	2	3	4	5
5.3. Shared mind-set: having a shared identity that reflects what we stand for and how we work	1	2	3	4	5
5.4. Leadership: having competent and accepted leaders	1	2	3	4	5
5.5. Strategic unity: articulating strategies and sharing them with all employees	1	2	3	4	5
5.6. Internal network: good internal communication and knowledge sharing	1	2	3	4	5
5.7. Learning: searching for continuous improvement	1	2	3	4	5
5.8. Innovation: good at doing something new in both content and process	1	2	3	4	5
5.9. Customer connectivity: forming lasting relationships of trust with customers	1	2	3	4	5
5.10. Collaboration: work together well with other organizations	1	2	3	4	5
5.11. Speed: acting quickly to make important things happen fast	1	2	3	4	5
In trying to improve (or at least preserve) our natural environment, we...					
5.12. ... have the expertise in house to do so	1	2	3	4	5
5.13. ... have procedures in place to make sure this is done	1	2	3	4	5
5.14. ... employ people that take personal responsibility	1	2	3	4	5
In trying to keep our people to feel and function as good as possible, we...					
5.15. ... recognize employee needs as much as their skills	1	2	3	4	5
5.16. ... exchange feedback with employees in order to make improvements	1	2	3	4	5
5.17. ... engage with our local community	1	2	3	4	5
5.18. ... consider the impact of our activities on our local community	1	2	3	4	5

In daily operations, this organization...	Disagree			Agree	
5.19. ... tries to keep all processes at the lowest financial cost possible, no matter what	1	2	3	4	5
5.20. ... is often able to find win-win situations, for itself and suppliers, customers or employees	1	2	3	4	5
5.21. ... thinks about how to get most out of every single activity, going beyond financial gains	1	2	3	4	5

Regarding our strategy, we...

5.22. ... have formulated other goals besides profit generation	1	2	3	4	5
5.23. ... make sure we have the skills in house to meet both financial and non-financial goals	1	2	3	4	5
5.24. ... strive for “viable”, “ fair” and “ reasonable” outcomes for all goals, not maximization of one	1	2	3	4	5

In decision making processes, this organization...

5.25. ... focuses on continuous increase of production and sales	1	2	3	4	5
5.26. ... regarding growth, assesses what is the best pace for itself and its people & environment	1	2	3	4	5
5.27. ... allocates extra budget/time to improvements of workload & workplace quality for employees	1	2	3	4	5
5.28. ... actively involves employees (for example in finding new business ideas)	1	2	3	4	5

Regarding the division of benefits (profits or other benefits created), we...

5.29. ... have a clear policy on salary differences	1	2	3	4	5
5.30. ... prioritize those with the most power (such as owners or shareholders)	1	2	3	4	5
5.31. ... try to include the community around us (for example by choosing local suppliers)	1	2	3	4	5

What is the one top lesson you have learned through your experience and that would pass on to new sustainability-driven entrepreneurs?

.....

.....

